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IN FPM CHAPTER 412

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OFFICE OF PERSONNEL

U.S. CIVIL SERVICE COMMISSION

UNITED STATES CIVIL SERVICE COMMISSION

FEDERAL PERSONNEL MANUAL SYSTEM

LETTER

Washington, D.C. 20415

January 29, 1974

FPM LETTER NO. 412-2

SUBJECT: Executive and Management Development

Heads of Departments and Independent Establishments:

1. The Commission issued the Guidelines for Executive Development in the Federal Service as FPM Letter No. 412-1 on October 8, 1971, (now appendix A to FPM chapter 412). Since that time the departments and agencies have developed promising policies and plans for stepping up the pace of executive development activities. However, actual accomplishments in most agencies remain below our expectations in terms of results achieved. This fact was recognized by the Office of Management and Budget and led directly to three separate actions taken by OMB in cooperation with the Commission:
 - a. Establishment of a special executive and management development effort in fiscal year 1974 in twelve representative departments and agencies;
 - b. Issuance of OMB Bulletin 74-1 which required agencies to report on resource allocations contained in FY-75 budget requests that are intended to finance executive and management development efforts; and
 - c. Establishment of the Government-wide Federal Executive Development Program for twenty-five GS-15's with executive potential.
2. The purpose of this Letter is to establish requirements and to provide additional instructions designed to foster the institutionalization of executive and management development in all Federal organizations in the executive branch. In order to achieve this objective, each agency is required to take the following actions

INQUIRIES: Bureau of Executive Manpower, code 101, ext. 24661 or 63-24661

CSC CODE 412 - Executive Development

to make executive and management development an integral part of personnel management operations:

a. By June 30, 1974

(1) Identify all managerial positions

- (a) For purposes of this Letter, a managerial position is one in which the incumbent (1) directs the work of an organization, (2) is held accountable for the success of specific line or staff programs, projects, functions or activities, (3) monitors progress toward goals, evaluates operational effectiveness and makes appropriate adjustments, and (4) performs most of the duties listed in attachment 1 to this Letter. This attachment also provides more detailed guidance for identification of managerial positions.
- (b) Please note that the term "managerial position" refers to the duties of a particular position regardless of the grade or salary level at which the position is classified. However, such positions are normally classified at or above the GS-13 or equivalent level. Similarly, the term "manager" as used in this Letter refers to a Federal civilian employee at any level or salary whose primary duties are managerial. Thus the term "manager" includes individuals at the GS 16-18 or equivalent levels (commonly referred to as executives or supergrades) whose primary duties are managerial.

(2) Specify the knowledge and ability requirements of each managerial position

- (a) There are basic managerial knowledges and abilities required by most managerial positions, regardless of the grade or salary level at which the positions are classified. Attachment 2 to this Letter provides a comprehensive list of basic managerial knowledges and abilities common to most managerial positions. It further provides guidance on the interpretation and elaboration of these basic knowledges and abilities for application to specific agency managerial positions.

- (b) Federal employees are usually selected for their first managerial position based upon their performance in nonmanagerial positions. Although they may be qualified under existing qualification standards, they may not have acquired all of the managerial knowledges and abilities needed for maximum effectiveness in a particular managerial position.

b. Beginning July 1, 1974 and Continuing

(1) Identify all newly selected managers

The term "newly selected managers" applies to all individuals selected for their first managerial position on or after July 1, 1974.

(2) Identify all current managers selected for another managerial position-

This requirement applies to all individuals currently occupying managerial positions who are selected for another managerial position on or after July 1, 1974.

(Requirements (1) and (2) above apply only to positions in the competitive service, regardless of pay system or manner of selection; i.e., promotion, internal placement or other means.)

(3) Assess managerial knowledges and abilities

For purposes of this section, the term "assessment" refers to determining or making judgments about the degree to which individuals possess the knowledge and ability requirements identified for particular managerial positions. Attachment 3 to this Letter provides guidance on this assessment process.

(4) Prepare individual development plans

- (a) Individual Development Plans (IDP's) must be prepared for all newly selected managers and current managers selected for another managerial position. The IDP must be prepared before (or shortly thereafter) the time of the individual's selection and must (1) specify the knowledges and abilities to be acquired or sharpened to achieve maximum

effectiveness in the position, (2) contain a schedule of appropriate developmental assignments or training to meet these individual needs, and (3) be approved by the individual's immediate superior and the agency Executive Manpower Management Officer (or equivalent). Further, the agency must provide appropriate developmental opportunities to meet the needs specified in the IDP's.

- (b) The CSC publication Suggestions for Individual Development Planning (EMMTAP No. 2, October 1973) outlines the basic elements of this process and describes the role of each participant. (The 12 agencies selected by the Office of Management and Budget for a special executive development effort in FY-74 will have already partially fulfilled the IDP requirements.) Attachment 4 to this Letter provides additional guidance on the IDP process.
- (c) All individuals covered by this requirement must complete the needed developmental activities either before or within one year after entry on duty in the position. Agencies are required to maintain appropriate records to document the achievement of the requisite knowledges and abilities.

c. By September 30, 1974

(1) Implement an operational "high potential" identification system

- (a) As used here, the term "operational" refers to a formal system that has been completely integrated into personnel management operations throughout the agency and documented by appropriate policy statements, directives and program descriptions.
- (b) FPM Letter 412-1, October 8, 1971, instructed the agencies to establish programs to identify individuals (nonmanagers at the GS 13-15 or equivalent levels) with high potential for managerial positions. Although some agencies have established formal identification systems that are fully operational on an agencywide basis, other agencies are still in the design and/or pilot testing stage. It is imperative

that all agencies complete the implementation of operational programs so that a sufficient number of high potential individuals are identified and developed for managerial position vacancies as they occur.

- (c) Each agency or component thereof should make its own decisions regarding the identification process best suited to its managerial manpower needs. Factors affecting these decisions include size of the managerial population, number of anticipated vacancies, organizational growth patterns, and cost. The Commission publication Considerations in the Identification of Managerial Potential (EMMTAP No. 1, September 1973) provides general information on the whole range of identification methods and points out some of the advantages and disadvantages of each.

(2) Prepare individual development plans for high potentials

- (a) Individual Development Plans (IDP's) must be prepared for all nonmanagers at GS-13 (or equivalent) and above who have been identified as having high potential for managerial positions. The IDP must be prepared at (or shortly thereafter) the time that the individual is identified and must (1) specify developmental objectives and needs, (2) contain a schedule of appropriate developmental experiences to meet these individual needs, and (3) be approved by the individual's immediate superior and the agency Executive Manpower Management Officer (or equivalent). Further, the agency must provide appropriate developmental opportunities to meet the needs specified in the IDP's.
- (b) As noted in section b. (4), the CSC publication Suggestions for Individual Development Planning provides comprehensive information on the design and implementation of an individual development planning system. Attachment 4 to this Letter also provides additional guidance on the IDP process.

3. Agencies should consider conducting a single coordinated effort when preparing individual development plans for all employees covered by the preceding requirements. The advantages of this approach include:
 - (a) Prompt identification of the types of developmental programs required to meet agency managerial manpower needs; and
 - (b) Establishment of a current information base which would enable agencies to (1) aggregate agencywide needs for developmental programs and opportunities, (2) review these needs against other priorities in terms of such elements as feasibility and cost, (3) consider alternative developmental activities to meet the objectives, and (4) calculate program funding needs for inclusion in the agency's annual budget request to the Office of Management and Budget.
4. Executive and management development programs must in all their elements reflect an affirmative posture on equal employment opportunity. Identification, selection and development of minorities and women for managerial positions is a major challenge many agencies still face. Properly designed developmental programs can assist us to meet this challenge and facilitate the utilization of the full potential of all agency employees, including minorities and women. Agencies must ensure that their executive and management development program policies, procedures and operations provide for the identification of high potential candidates from all sources.
5. Each agency is required to maintain appropriate records of actions taken to comply with the requirements contained in this Letter and these records must be available for periodic review by the Commission. Action must be taken to ensure that (a) permanent records are maintained on a current basis for all managerial positions and the knowledge and ability requirements of each, (b) the assessment of individual knowledges and abilities becomes an integral part of the individual development planning process, (c) that IDP's are periodically updated to reflect current individual development needs, and (d) the latest agency managerial manpower needs are considered.

Agencies are expected to establish procedures for self-evaluation to ensure effective program operation and periodic reports to the Commission may be required. Further information about evaluation visits and reporting requirements will be provided at a later date.

6. In the Washington, D. C. metropolitan area, inquiries and requests for advice or assistance should be directed to:

Executive Manpower Management Technical Assistance Center (EMMTAC)
Bureau of Executive Manpower
Room 6681
U. S. Civil Service Commission
Washington, D. C. 20415

Area code 202-63-24661 or IDS code 101-24661

7. Field establishments should address requests for advice or assistance to the Commission's Regional Training Centers listed in attachment 5 to this Letter.



Bernard Rosen
Executive Director

Attachments